

Appendixes and Selected Bibliography



APPENDIX A: HISTORY AND CULTURAL RESOURCES: COPPER ON THE KEWEENAW

Along the spine of the Keweenaw Peninsula is a historic copper mining district where elemental copper occurred in economically recoverable quantities. This is unique among major copper mining areas in the world where copper sulfides or other compounds are the major source of profits. Mining in the Keweenaw changed the United States from a nation dependent on imported copper to a leading producer for the world market. Copper, especially in its electrical applications, was second only to iron among metals critical to American industrialization in the late 19th century.

The story begins in prehistory. Native Americans mined copper on the Keweenaw and Isle Royale beginning approximately 7,000 years ago, and they traded this copper extensively. Copper artifacts found in eastern North America bear witness to the district as the primary source for copper and to the broad trade networks involved. Copper in the hands of groups encountered by the Cabot and Verrazano expeditions, as well as that found at Hopewell sites (in Ohio), may have come from the Keweenaw.¹ These early miners had been succeeded by the Ojibwa when Europeans first arrived at Lake Superior. Reports of masses of pure copper reached the French and British, and some of them set out to establish mines on Lake Superior's southern shores.

These first European mining attempts were short lived, largely because of the need for more sophisticated geological analysis and technologies to locate, extract, and transport ores for a national and world market. The necessary technologies, transportation networks, and capital developed in the 19th century. Perhaps partly because of new restrictions on British copper exports, in 1800 Congress authorized an expedition to the copper areas on Lake Superior.² The expedition never materialized, but continued interest was sparked by later expeditions that involved Lewis Cass, Henry Rowe Schoolcraft, and the future state geologist, Douglass Houghton.

This interest led to a treaty with some of the Ojibwa in 1842-43, which created legal access to copper for non-Indians. In 1843 the federal government set up an office at Copper Harbor to provide mining permits through the Department of War. The next year, U.S. troops built Fort Wilkins, near Copper Harbor, primarily to guard against the possibility of armed clashes between the new miners and Ojibwa bands. The first European-American mining speculation here then began in earnest. As the new miners arrived in increasing numbers, the Ojibwas protested plans to remove them from the area. In 1854 another treaty set up reservations in the region for a number of Ojibwa bands, including those from L'Anse and Ontonagon.

What carried the district past the first fever of speculation in mining claims was the variety of its copper-bearing lodes. Keweenaw copper appears mainly in three types of deposits — amygdaloid, conglomerate, and fissure veins (the latter tended to have some of the region's spectacular masses of pure copper). Although the fissure veins could be rich and sustained the district before the Civil War at locations like the Delaware and Cliff mines, they were also soon exhausted. The most productive and profitable mineral deposits of the region proved to be the amygdaloid and conglomerate lodes, which were in the central portion of the Copper Range and were exploited beginning in the mid-1850s. From speculative beginnings, the Keweenaw mines made the United States a significant player in the world copper market and drew the Upper Peninsula of Michigan into the world economy.

From the 1840s to the opening of the Calumet conglomerate lode in the 1860s, the United States produced less than 6% of the world's copper, Michigan accounting for 74.5% of that U.S. total. Between 1867 and 1884, the years following the development of the conglomerate lodes, the United States increased its output to 17% of world copper production, Michigan accounting for 12% of the world total.³ By the mid-1880s the western copper mines had successfully challenged Michigan's overwhelming hegemony. In 1883 Michigan's share of United States copper production dropped — from

1. David J. Krause, *The Making of a Mining District: Keweenaw Native Copper 1500-1870* (Detroit: Wayne State University Press, 1992), p. 20.

2. *Ibid.*, p. 61.

3. William B. Gates, Jr., *Michigan Copper and Boston Dollars: An Economic History of the Michigan Copper Mining Industry* (Cambridge: Harvard University Press, 1951), pp. 197-200.



*Worker housing at Frenchtown, a "location" established by the Quincy Mining Company, circa 1870.
Photo courtesy of Michigan Technological University Archives and Copper Country Historical Collections,
Quincy Mining Company Glass Plate Photographs Collection.*



*Quincy shafthouse no. 2.
From Keweenaw National Historical Park collection.*

years in which it stood at 80% and higher to around 50%. Keweenaw production peaked around 1916–17, and production was still substantial until the commodities market crash in 1929, but its contributions to the industry were superseded by the giants of the west, such as Anaconda in Butte, Montana.⁴

Keweenaw mining companies faced challenges in transporting their product to the world market and in deciding where milling and smelting should take place. Copper Harbor was an early and obvious shipping point. Improvements in Great Lakes shipping routes facilitated shipments to the Erie Canal and New York, and to smelters in Detroit, Cleveland, and Pittsburgh. The ancient Keweenaw portage route was succeeded by the Portage Lake and Lake Superior ship canal, built between 1868 and 1873. Tramways and railroads were also crucial to the movement of rock and mineral concentrates, both at the mines' surface plants and between mines, mills, and smelters. To integrate operations, increase production, and reduce shipping and other costs, a company with enough capital, such as Quincy, could build its own mills and smelter facilities.

The technologies and labor required by deep-shaft hard-rock mining meant that, after the earliest boom, only companies that mustered a large capital investment and employed skilled labor would survive. The companies actively solicited skilled laborers from European mining districts, such as, Finnmark, Norway, and especially Cornwall, England. The Keweenaw's non-Indian population was thus diverse from the beginning; it included African-Americans as well as various groups of European-Americans by the time of the 1860 census. Later, as the demand for copper increased, the companies continued to hire immigrant workers, not all of whom came to the United States with mining skills.

As in all major industrial mining areas, mining companies here engaged in a continuing struggle for profits and security. That struggle was shaped by world prices, changing technologies, the needs and expectations of workers and their families, harsh environmental conditions, the search for high-quality ore, and competition from other mines.

4. James Douglas, "The Copper-Resources of the United States," *Transactions of the American Institute of Mining Engineers* XIX (1891): 700; Michael P. Malone, *The Battle for Butte: Mining and Politics on the Northern Frontier, 1864-1906* (Seattle: University of Washington Press, 1981), p. 36.

The desire of the larger Keweenaw mining companies, like Calumet and Hecla, to develop a stable workforce had led them to exercise a type of paternalism not always found in mining camps. For many years, the Keweenaw was relatively peaceful, compared to mining districts in the west, and the companies successfully fought organization of the workers. Like mine owners in the west, they used their influence to shape newspaper coverage, employ spies, and maintain blacklists. When a major strike erupted, company managers were prepared to resist indefinitely.

In 1913–14, a massive strike forever altered the relationship between labor and management throughout the district. The strike elicited national media attention and hastened the demise of one of the strongest unions in the nation, the Western Federation of Miners (WFM). The strike reflected national patterns in labor–management relations of the era, including widespread strike activity, and aspects of labor relations that were distinctive to the Keweenaw Peninsula.

Local members precipitated the strike despite misgivings of the WFM national board about the adequacy of the union's treasury for this fight with the large and wealthy Michigan companies.⁵ As weeks passed, the mine owners showed no sign of compromise. Congress authorized an investigation, and state and federal governments tried to effect a settlement. Such notables as Mother Jones and Clarence Darrow came to the district to support the striking workers.

By the time the strike ended in a victory for the owners, the Western Federation of Miners had so depleted its financial resources in support of the Michigan strike that it no longer remained a viable union for its western members. Although it reorganized two years later as the International Union of Mine, Mill and Smelter Workers, the organization never regained its former vigor.

Despite the end of the strike and their technological investments, many Keweenaw companies increasingly struggled to operate profitably — even after the temporary stimulus of rising copper prices during

5. Larry Lankton, *Cradle to Grave: Life, Work, and Death at the Lake Superior Copper Mines* (New York: Oxford University Press, 1991), pp. 221–22.

World War I. Facing competition from newer mines in Canada, Chile, and South America, some of the Keweenaw companies consolidated, and they sought technologies to increase productivity, reduce labor costs, and reclaim stamp sands. Remaining equipment and sites along Torch Lake testify to their reclamation efforts.

The numbers of workers in the industry fell. The Great Depression of the 1930s further depressed copper prices. Keweenaw communities, long dominated by a single industry, “had virtually no buffer against economic calamity” when faced with the resulting loss of jobs.⁶ Despite an increase in activity during World War II, the post-war period saw more mine closings in the region and emphasis by Quincy and C & H on reclamation and diversification.

Some 400 copper mining companies operated in the Keweenaw copper district between 1872 and 1920. Of those, the C & H Mining Company represented the greatest production, technological development, and influence on Michigan copper mining and on nationwide copper industry from 1867–82. The Quincy Mining Company, established in the 1840s, had the greatest longevity, and in some years was second only to the C & H Mining Company in production.⁷ Both companies continued in existence into the 1960s.

QUINCY MINING COMPANY (1846–1967)

Of the numerous mining ventures spawned by the nation’s first big copper boom, the Quincy Mining Company alone survived through the district’s entire history. It was among the early companies to exploit amygdaloid beds. The company earned the title “Old Reliable” because, with a single two-year gap at the end of the Civil War, it paid dividends for every year from 1862 to 1920.⁸ It was able to continue mining during economically difficult times when many others, except the giant C & H Mining Company, had shut down.

Between 1862 and 1868 Quincy ranked first nationally in copper production, supplying raw material for brass buttons, copper canteens, bronze cannon, and naval equipment, especially copper sheathing for vessels. When the Civil War began in 1861, Michigan was producing 89.5% of United States copper, the Quincy mine accounting for 56% of that figure.⁹ By 1865 Quincy was producing five times more copper than the largest-producing fissure mine. Although after 1868 Quincy could not match C & H’s output, it was among the closest of the Keweenaw rivals.

The Quincy Mining Company was a leader in the use of mining technology. In the 1860s Quincy was among the companies that replaced ladders with man-engines. Shortly after the Civil War, the company, like several others, began the use of power drills and was soon investing heavily in drill technology.¹⁰ Quincy was the first Keweenaw mine to use mechanized tramping to any significant extent.¹¹ By 1901 the company began experimenting with electric haulage and soon had a stable of 15 electric locomotives in operation on the main drifts, each pulling three to four cars — with a resulting increase in production. Quincy’s engineering department added to the benefits of mechanized hauling by developing patented automatic side-dumping cars to eliminate the time and effort spent in uncoupling and turning the tramcars.¹²

Raising the rock from underground depended upon the hoisting equipment. In this area, too, Quincy led the industry with some of the largest steam engines in the United States. In 1894 Quincy purchased a 2,500 horsepower hoist from E. P. Allis & Company of Milwaukee. The duplex cylinder engine, the largest Allis had ever built, raised skips at 2,500 to 3,000 feet per minute.¹³ In 1917 Quincy ordered its largest compound/condensing hoist from the Nordberg Manufacturing Company. The hoist, which operated at 3,200 feet per minute and could lift 10 tons of copper rock per trip, was the largest steam hoisting

6. *Ibid.*, p. 252.

7. Douglas, “Copper-Resources of the United States,” p. 702.

8. Lankton, *Cradle to Grave*, p. 17; Larry D. Lankton and Charles K. Hyde, *Old Reliable: An Illustrated History of the Quincy Mining Company* (Hancock, Michigan: Quincy Mine Hoist Association, Inc., 1982), pp. 17-18.

9. Gates, *Michigan Copper and Boston Dollars*, p. 13.

10. Lankton, *Cradle to Grave*, pp 82-83.

11. *Ibid.*, pp. 32, 101.

12. Lankton and Hyde, *Old Reliable*, p. 112.

13. *Ibid.*, p. 64.

engine in the world.¹⁴ The engine remains in the #2 hoist house, which was constructed to house it.

One mark of the company's growth in the 1890s was the construction of the Quincy Smelting Works in 1898. Many mining companies contracted with independent smelting companies to process their ore because of the expense of erecting and operating such a plant. Quincy's output at the turn of the century warranted such a facility, which was erected on Portage Lake at the foot of Quincy Hill. The Quincy Smelting Works may be the best preserved smelter in the world that reflects technologies of the late 19th and early 20th centuries.

The size of the Quincy workforce, always responsive to market forces, grew dramatically during the 1890s. It also reflected fundamental changes in immigration to the Keweenaw. Until the mid-1880s, the Quincy mine workers and associated communities reflected the earliest groups of immigrants to the district: Cornish, Irish, German, a few Scandinavians, and French-Canadians (who mostly worked as loggers and timbermen).¹⁵ The 1880s and 1890s saw other immigrant groups arrive in larger numbers. The Quincy Mining Company recruited Finns from the copper mines of the Finnmark province of Norway. By 1905 Quincy had 1,714 workers at the mines and stamp mills, with another 120 at the smelter. Half of the foreign-born workers hired by Quincy between 1890 and 1900 were from Finland, and sizeable groups from Italy and the Austrian empire were also among the recent immigrants.¹⁶

These ethnic groups lived in neighborhoods in company housing or in nearby Hancock, which was largely platted by the Quincy Mining Company. Churches, meeting halls, and benevolent societies reflected the cohesion of those groups. The company's paternalism was exemplified by support for churches and the provision of housing and medical services (for which the workers paid). This was part of a business strategy to attract and keep a relatively stable workforce. By the turn of the century, though, the growth of the community and its increasingly polyglot nature had altered labor-management relations and community building.

14. *Ibid.*, pp. 115-20.

15. *Ibid.*, p. 85.

16. *Ibid.*, pp. 84-85.

The Cornish remained a dominant group through the 19th century, because many mining practices had been virtually transplanted from the copper and tin mines of Cornwall. The experience of Finns and Italians at Quincy typified the experience of latecomers throughout the district: they were hired for the most laborious and low-paying jobs, and the job hierarchy took on ethnic dimensions. This had a direct bearing on the deteriorating labor relations which led to the Michigan copper district strike of 1913-14.

When the strike began on July 23, 1913, Quincy's underground workers joined thousands of others throughout the Michigan district. Quincy responded to the shutdown with evictions and by importing 1,200 strikebreakers. Ultimately, the strikers succumbed to the uncompromising companies and the waning financial support of the Western Federation of Miners.

Victory in the strike, however, did not ensure the company's survival in the copper market of the 1920s. The demand for copper during World War I temporarily enabled the company to improve its position within the industry. However, extracting copper ore at a reasonable cost became increasingly difficult. During the 1920s the company increased the depth of its mines and mechanized more of the operations. By 1931 the Quincy shaft #2 reached a depth of more than 9,000 feet — the deepest mine in the United States.

Falling copper prices during the Great Depression closed down operations until the company geared up again in 1937 in response to rising copper prices just before and during World War II. By 1943 Quincy opened a reclamation plant to process ore from the mill stamp sands as a supplement to waning mine productivity. Mining operations essentially ceased in 1957, although the reclamation plant continued to produce copper for another 10 years.

C & H MINING COMPANY (1866-1968)

The discovery and extraction of the rich Calumet conglomerate lode were the most important developments in both Michigan and U.S. copper mining between 1867 and the early 1880s. During these years the U.S. percentage of world copper production increased from 6% to 17%. In 1870, when Michigan produced 87% of the new copper in the United States, the Calumet and the Hecla mines

contributed more than half of the state's total.¹⁷ In 1882 Calumet & Hecla accounted for a high percentage of the total U.S. production of copper, and even in 1900, its production was surpassed only by Anaconda among American mining companies.¹⁸ Although the Boston-based company was outdone by western companies, early 20th century consolidation and diversification enabled C & H to remain competitive with the large western companies. From 1880 to 1900 C & H dividends totaled \$57 million.¹⁹

C & H's high production figures and financial success reflect the technological and industrial developments that made possible the successful exploitation of the conglomerate lode. C & H quickly assumed leadership, developing methods to mine efficiently at great depths and the technology to exploit deposits that previously had little economic value, as well as to increase productivity in existing lodes.

C & H invested heavily in an impressive array of steam-powered technology. In 1881, sixteen stationary steam engines powered machinery at the mine site. By the late 1890s, some 50 steam engines were in service at the mine, with additional engines at its mills and smelter.²⁰ The commissioner of mineral statistics reported in 1899 that C & H produced "as much power as is now being generated by the great electric plant at Niagara Falls, and about equal to the power used in an average manufacturing city of 200,000 people."²¹

To support its mining operations, C & H built a large and efficient surface plant. Along with facilities necessary for receiving copper rock, giving it a coarse crushing, and shipping it to the stamp mill, the surface plant also included a series of shops able to undertake virtually all the mine's maintenance and repair work. The company deliberately built with the intention that the plant standing at the mine in 1900

would serve until the conglomerate lode was exhausted, which the company estimated at 75–100 years later. In addition, the company operated two stamp mills, two smelters, and a railroad.

As significant to the company's success as its industrial development was C & H's management of its workers. The size and scale of the C & H industrial community make it an example of corporate-sponsored community planning and paternalism in the United States. Ultimately, the company's paternalism and determination to prevent union organization contributed to the rise of labor agitation on a scale previously unknown to the copper country, culminating in the strike of 1913–14.

Immigrant labor in a stratified workforce helped to make C & H's immense profits possible. Lower wages gave the company an advantage over western rivals, who at least initially had to face the demands of a predominantly single, male workforce that was conscious of opportunities to move on. C & H deliberately sought family men whose ties and obligations made them less likely to leave the district — men who were stable, compliant, and dependable. To this end, C & H developed paternal and welfare programs that encouraged dependency, provided varying degrees of control over the activities of employees, helped justify lower wages, and created real benefits to families.

A key element was adequate, low-cost housing with additional services, such as garbage collection and repair work, provided free of charge. By 1898 C & H owned some 1,000 dwellings, and about 800 employee-built houses stood on company land. The company's fire department served the communities as well as the mines, and its waterworks pumped water to employee houses.

The company built 20 schools, a public library stocked with 50,000 volumes in a score of languages, community bath and shower facilities, and a swimming pool. For monthly fees, workers received medical services and medicines; in 1898 the company built a hospital with laboratory and surgical equipment.²² Less visibly, C & H paternalism reached out into other important spheres of community life: donations were made for the construction of churches

17. Lankton, *Cradle to Grave*, p. 20.

18. Gates, *Michigan Copper and Boston Dollars*, pp. 197–200; Horace J. Stevens, *The World's Copper Statistics* (Houghton, Michigan: Horace J. Stevens, 1902), p. 13.

19. Gates, *Michigan Copper and Boston Dollars*, pp. 216–22.

20. Lankton, *Cradle to Grave*, pp. 44–46.

21. Michigan Commissioner of Mineral Statistics, *Mines and Mineral Statistics for 1899* (Lansing, Michigan), p. 276.

22. Annual Report of the C & H Mining Co., 1898–1899, 1914; Claude T. Rice, "Labor Conditions and Calumet and Hecla," *Engineering and Mining Journal* (December 3, 1911), pp. 1235–38.

for the various ethnic groups, and several newspaper editors received mining company money. Company executives held influential positions in the village, township, and county governments.

The ethnic population of Calumet Township (including the mine location and the adjacent villages of Red Jacket and Laurium) reflected national trends in immigration of the late 19th century. The role of the more recent arrivals, especially the Finns and Italians, in the strike of 1913–14 was discussed above. This social hierarchy was at work at C & H, but on a larger scale. Because Red Jacket, the original industrial community related to the mines, was immediately adjacent to the shafts, the situation there was particularly close. Churches, social halls, bars, and houses were clustered within a few blocks of the mines. Within this tight web, a dozen distinct ethnic groups delineated their social boundaries.

The community that grew up around the C & H mines has been described as the Calumet “ethnic conglomerate.” In 1870 the township’s population was 3,182; of these, 2,051 were born in other countries.²³ Many of Calumet’s institutions were influenced by Cornishmen, who had arrived with the 1840s copper rush. With passing years, non-English-speaking immigrants came to outnumber native English speakers. As at Quincy, Irish, Scots, Germans, and French–Canadians were the predominant early groups, along with the Cornish. By the 1870s Swedes, Norwegians, and Italians were present in significant numbers. The 1880s brought sizeable Polish, Slovenian, and Croatian groups, and a large influx of Finns. In 1903 Calumet had eight foreign language newspapers; five of them were Finnish. In 1907 local priests counted 13,141 Roman Catholics in Calumet, divided among six parishes; all but one of these churches had single-nationality congregations.²⁴ Germans, Swedes, Finns, and Norwegians of the Lutheran faith also had separate churches. The architecture, neighborhoods, surnames, foods, and traditions in Calumet today continue to express the heritage of this ethnic conglomerate.

23. Arthur W. Thurner, *Calumet Copper and People: History of a Michigan Mining Community, 1864-1970* (Hancock, Michigan, 1974), p. 13.

24. *Ibid.*, p. 23.

After World War I, C & H emphasized consolidation, mill sand reclamation, and diversification. In 1923 the C & H Mining Company reincorporated, consolidating its by now numerous mining properties. From this point until the mines closed permanently in 1968, company efforts were focused on capturing larger quantities of copper in the milling and smelting process, extracting ore from rock in the new mines, and reclaiming copper from the mill sands. Eventually the company branched out into the production of nonferrous tubing and copper chemicals.

In the end, Michigan’s copper mines left behind communities that share a rich heritage of mining and mining technology, immigration and community-building, corporate paternalism, and labor organization. Congress established Keweenaw National Historical Park to protect evidence of this chapter in the nation’s history of society, commerce, and industry, and to play a leading role in increasing public understanding of America’s mining, industrial, labor, corporate, and ethnic heritage.



Looking north from Elm Street, west side of 5th Street, Red Jacket Village, (now Calumet Village), circa 1917.

Photo courtesy of the Michigan Technological University Archives and Copper Country Historical Collections, Roy Drier Collection.

APPENDIX B: LEGISLATION

PUBLIC LAW 102-543—OCT. 27, 1992

106 STAT. 3569

Public Law 102-543
102d Congress

An Act

To establish the Keweenaw National Historical Park, and for other purposes.

Oct. 27, 1992

[S. 1664]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

Michigan.
Conservation.
16 USC 410yy.

SECTION 1. FINDINGS AND PURPOSES.

(a) FINDINGS.—The Congress finds that—

(1) The oldest and largest lava flow known on Earth is located on the Keweenaw Peninsula of Michigan. This volcanic activity produced the only place on Earth where large scale economically recoverable 97 percent pure native copper is found.

(2) The Keweenaw Peninsula is the only site in the country where prehistoric, aboriginal mining of copper occurred. Artifacts made from this copper by these ancient Indians were traded as far south as present day Alabama.

(3) Copper mining on the Keweenaw Peninsula pioneered deep shaft, hard rock mining, milling, and smelting techniques and advancements in related mining technologies later used throughout the world.

(4) Michigan Technological University, located in the copper district, was established in 1885 to supply the great demand for new technologies and trained engineers requested by the area's mining operations. Michigan Technological University possesses a wealth of both written and photographic historic documentation of the mining era in its archives.

(5) Michigan's copper country became a principal magnet to European immigrants during the mid-1800's and the cultural heritage of these varied nationalities is still preserved in this remarkable ethnic conglomerate.

(6) The corporate-sponsored community planning in Calumet, Michigan, as evidenced in the architecture, municipal design, surnames, foods, and traditions, and the large scale corporate paternalism was unprecedented in American industry and continues to express the heritage of the district.

(7) The entire picture of copper mining on Michigan's Keweenaw Peninsula is best represented by three components: the Village of Calumet, the former Calumet and Hecla Mining Company properties (including the Osceola #13 mine complex), and the former Quincy Mining Company properties. The Village of Calumet best represents the social, ethnic, and commercial themes. Extant Calumet and Hecla buildings best depict corporate paternalism and power, and the themes of extraction and processing are best represented by extant structures of the Quincy Mining Company.

(8) The Secretary of the Interior has designated two National Historic Landmark Districts in the proposed park area, the Calumet National Historic Landmark District and the Quincy Mining Company National Historic Landmark District.

106 STAT. 3570

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(b) PURPOSES.—The purposes of this Act are—

(1) to preserve the nationally significant historical and cultural sites, structures, and districts of a portion of the Keweenaw Peninsula in the State of Michigan for the education, benefit, and inspiration of present and future generations; and

(2) to interpret the historic synergism between the geological, aboriginal, sociological, cultural technological, and corporate forces that relate the story of copper on the Keweenaw Peninsula.

16 USC 410yy-1. **SEC. 2. DEFINITIONS.**

As used in this Act, the term—

(1) “Commission” means the Keweenaw Historic Preservation Advisory Commission established by section 9.

(2) “park” means the Keweenaw National Historical Park established by section 3(a)(1).

(3) “Secretary” means the Secretary of the Interior.

16 USC 410yy-2. **SEC. 3. ESTABLISHMENT AND ADMINISTRATION OF PARK.**

(a) **ESTABLISHMENT AND ADMINISTRATION.**—(1) There is hereby established as a unit of the National Park System the Keweenaw National Historical Park in and near Calumet and Hancock, Michigan.

(2) The Secretary shall administer the park in accordance with the provisions of this Act, and the provisions of law generally applicable to units of the National Park System, including the Act entitled “An Act to establish a National Park Service, and for other purposes”, approved August 25, 1916 (16 U.S.C. 1, 2-4), and the Act entitled “An Act to provide for the preservation of historic American sites, buildings, objects and antiquities of national significance, and for other purposes”, approved August 21, 1935 (16 U.S.C. 461 et seq.).

(b) **BOUNDARIES AND MAP.**—(1) The boundaries of the park shall be as generally depicted on the map entitled “Keweenaw National Historical Park, Michigan”, numbered NHP-KP/20012-B and dated June, 1992. Such map shall be on file and available for public inspection in the office of the National Park Service, Department of the Interior, Washington, District of Columbia, and the office of the village council, Calumet, Michigan.

(2) Within 180 days after the date of enactment of this Act, the Secretary shall publish in the Federal Register a detailed description and map of the boundaries established under paragraph (a)(1).

16 USC 410yy-3. **SEC. 4. ACQUISITION OF PROPERTY.**

(a) **IN GENERAL.**—Subject to subsections (b) and (c), the Secretary is authorized to acquire lands, or interests therein, within the boundaries of the park by donation, purchase with donated or appropriated funds, exchange, or transfer.

(b) **STATE PROPERTY.**—Property owned by the State of Michigan or any political subdivision of the State may be acquired only by donation.

(c) **CONSENT.**—No lands or interests therein within the boundaries of the park may be acquired without the consent of the owner, unless the Secretary determines that the land is being developed, or is proposed to be developed in a manner which is detrimental to the natural, scenic, historic, and other values for which the park is established.

Federal
Register,
publication.

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(d) **HAZARDOUS SUBSTANCES.**—The Secretary shall not acquire any lands pursuant to this Act if the Secretary determines that such lands, or any portion thereof, have become contaminated with hazardous substances (as defined in the Comprehensive Environmental Response, Compensation and Liability Act (42 U.S.C. 9601)).

SEC. 5. COOPERATION BY FEDERAL AGENCIES.

16 USC 410yy-4.

(a) Any Federal entity conducting or supporting activities directly affecting the park shall—

(1) consult, cooperate, and, to the maximum extent practicable, coordinate its activities with the Secretary and the Commission;

(2) conduct or support such activities in a manner that—
 (A) to the maximum extent practicable, is consistent with the standards and criteria established pursuant to the general management plan developed pursuant to section 6; and

(B) will not have an adverse effect on the resources of the park; and

(3) provide for full public participation in order to consider the views of all interested parties.

SEC. 6. GENERAL MANAGEMENT PLAN.

16 USC 410yy-5.

Not later than 3 fiscal years after the date of enactment of this Act, the Secretary shall prepare, in consultation with the Commission, and submit to Congress a general management plan for the park containing the information described in section 12(b) of the Act of August 18, 1970 (16 U.S.C. 1a-7(b)). Such plan shall interpret the technological and social history of the area, and the industrial complexes of the Calumet and Hecla, and Quincy Mining Companies, with equal emphasis.

SEC. 7. COOPERATIVE AGREEMENTS.

16 USC 410yy-6.

The Secretary, after consultation with the Commission, may enter into cooperative agreements with owners of property within the park of nationally significant historic or other cultural resources in order to provide for interpretive exhibits or programs. Such agreements shall provide, whenever appropriate, that—

(1) the public may have access to such property at specified, reasonable times for purposes of viewing such property or exhibits, or attending the programs established by the Secretary under this subsection; and

(2) the Secretary, with the agreement of the property owner, may make such minor improvements to such property as the Secretary deems necessary to enhance the public use and enjoyment of such property, exhibits, and programs.

SEC. 8. FINANCIAL AND TECHNICAL ASSISTANCE.

16 USC 410yy-7.

(a) **IN GENERAL.**—The Secretary may provide to any owner of property within the park containing nationally significant historic or cultural resources, in accordance with cooperative agreements or grant agreements, as appropriate, such financial and technical assistance to mark, interpret, and restore non-Federal properties within the park as the Secretary determines appropriate to carry out the purposes of this Act, provided that—

(1) the Secretary, acting through the National Park Service, shall have right of access at reasonable times to public portions of the property covered by such agreement for the purpose

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of conducting visitors through such properties and interpreting them to the public; and

(2) no changes or alterations shall be made in such properties except by mutual agreement between the Secretary and the other parties to the agreements.

(b) MATCHING FUNDS.—Funds authorized to be appropriated to the Secretary for the purposes of this section shall be expended in the ratio of \$1 of Federal funds for each \$4 of funds contributed by non-Federal sources. For the purposes of this subsection, the Secretary is authorized to accept from non-Federal sources, and to utilize for purposes of this Act, any money so contributed. Donations of land, or interests in land, by the State of Michigan may be considered as a contribution from non-Federal sources for the purposes of this subsection.

16 USC 410yy-8. SEC. 9. KEWEENAW NATIONAL HISTORICAL PARK ADVISORY COMMISSION.

(a) ESTABLISHMENT AND DUTIES.—There is established the Keweenaw National Historical Park Advisory Commission. The Commission shall—

(1) advise the Secretary in the preparation and implementation of a general management plan described in section 6;

(2) advise the Secretary on the development of and priorities for implementing standards and criteria by which the Secretary, pursuant to agreements referred to in sections 7 and 8, will provide financial as well as technical assistance to owners of non-Federal properties within the park;

(3) advise the Secretary on the development of rules governing the disbursement of funds for the development of non-Federal properties;

(4) advise the Secretary with respect to the selection of sites for interpretation and preservation by means of cooperative agreements pursuant to section 7;

(5) assist the Secretary in developing policies and programs for the conservation and protection of the scenic, historical, cultural, natural and technological values of the park which would complement the purposes of this Act;

(6) assist the Secretary in coordinating with local governments and the State of Michigan the implementation of the general management plan, and furthering the purposes of this Act;

(7) be authorized to carry out historical, educational, or cultural programs which encourage or enhance appreciation of the historic resources in the park, surrounding areas, and on the Keweenaw Peninsula; and

(8) be authorized to seek, accept, and dispose of gifts, bequests, or donations of money, personal property, or services, received from any source, consistent with the purposes of this Act and the park management.

(b)(1) The Commission may acquire real property, or interests in real property, to further the purposes of the Act by gift or devise; or, by purchase from a willing seller with money which was given or bequeathed to the Commission on the condition that such money would be used to purchase real property, or interests in real property, to further the purposes of this Act.

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106 STAT. 3573

(2) For the purposes of section 170(c) of the Internal Revenue Code of 1986, any gift to the Commission shall be deemed to be a gift to the United States.

(3) Any real property or interest in real property acquired by the Commission shall be conveyed by the Commission to the National Park Service or the appropriate public agency as soon as possible after such acquisition, without consideration, and on the condition that the real property or interest in real property so conveyed is used for public purposes. Real property.

(4) The value of funds or property, or interests in property, conveyed to the National Park Service by the Commission may be considered as non-Federal, at the Commission's discretion.

(c) MEMBERSHIP.—

(1) COMPOSITION.—The Commission shall be composed of seven members appointed by the Secretary, of whom—

(A) two members shall be appointed from nominees submitted by the Calumet Village Council and the Calumet Township Board;

(B) one member shall be appointed from nominees submitted by the Quincy Township Board and the Franklin Township Board;

(C) one member shall be appointed from nominees submitted by the Houghton County Board of Commissioners;

(D) one member shall be appointed from nominees submitted by the Governor of the State of Michigan; and,

(E) two members who are qualified to serve on the Commission because of their familiarity with National Parks and historic preservation.

(2) CHAIRPERSON.—The chairperson of the Commission shall be elected by the members to serve a term of 3 years.

(3) VACANCIES.—A vacancy on the Commission shall be filled in the same manner in which the original appointment was made.

(4) TERMS OF SERVICE.—

(A) IN GENERAL.—Each member shall be appointed for a term of 3 years and may be reappointed not more than three times.

(B) INITIAL MEMBERS.—Of the members first appointed under subsection (b)(1), the Secretary shall appoint—

(i) two members for a term of 1 year;

(ii) two members for a term of 2 years; and

(iii) three members for a term of 3 years.

(5) EXTENDED SERVICE.—A member may serve after the expiration of that member's term until a successor has taken office.

(6) MEETINGS.—The Commission shall meet at least quarterly at the call of the chairperson or a majority of the members of the Commission.

(7) QUORUM.—Five members shall constitute a quorum.

(d) COMPENSATION.—Members shall serve without pay. Members who are full-time officers or employees of the United States, the State of Michigan, or any political subdivision thereof shall receive no additional pay on account of their service on the Commission.

(e) TRAVEL EXPENSES.—While away from their homes or regular places of business in the performance of services for the Commis-

sion, members shall be allowed travel expenses, including per diem in lieu of subsistence, in the same manner as persons employed intermittently in the Government service are allowed expenses under section 5703 of title 5, United States Code.

(f) **MAILS.**—The Commission may use the United States mails in the same manner and under the same conditions as other departments and agencies of the United States.

(g) **STAFF.**—The Commission may appoint and fix the pay of such personnel as the Commission deems desirable. The Secretary may provide the Commission with such staff and technical assistance as the Secretary, after consultation with the Commission, considers appropriate to enable the Commission to carry out its duties, on a cost reimbursable basis. Upon request of the Secretary, any Federal agency may provide information, personnel, property, and services on a reimbursable basis, to the Commission to assist in carrying out its duties under this section. The Secretary may accept the services of personnel detailed from the State of Michigan or any political subdivision of the State and reimburse the State or such political subdivision for such services. The Commission may procure additional temporary and intermittent services under section 3109(b) of title 5 of the United States Code, with funds obtained under section 9(a)(6), or as provided by the Secretary.

(h) **HEARINGS.**—The Commission may, for the purpose of carrying out this Act, hold such hearings, sit and act at such times and places, take such testimony, and receive such evidence, as the Commission considers appropriate. The Commission may not issue subpoenas or exercise any subpoena authority.

16 USC 410yy-9. **SEC. 10. AUTHORIZATION OF APPROPRIATIONS.**

(a) Except as provided in subsection (b), there are authorized to be appropriated such sums as may be necessary to carry out this Act, but not to exceed \$5,000,000 for the acquisition of lands and interests therein, \$25,000,000 for development, and \$3,000,000 for financial and technical assistance to owners of non-Federal property as provided in section 8.

PUBLIC LAW 102-543—OCT. 27, 1992

106 STAT. 3575

(b) There are authorized to be appropriated annually to the Commission to carry out its duties under this Act, \$100,000 except that the Federal contribution to the Commission shall not exceed 50 percent of the annual costs to the Commission in carrying out those duties.

Approved October 27, 1992.

LEGISLATIVE HISTORY—S. 1664:

SENATE REPORTS: No. 102-480 (Comm. on Energy and Natural Resources).
CONGRESSIONAL RECORD, Vol. 138 (1992):

Oct. 1, considered and passed Senate.

Oct. 5, considered and passed House.

WEEKLY COMPILATION OF PRESIDENTIAL DOCUMENTS, Vol. 28 (1992):

Oct. 27, Presidential statement.

APPENDIX C: COOPERATING SITES

There are a number of governmentally and privately operated attractions that are cooperating with the National Park Service to tell the stories of the Keweenaw (see below). These sites are ready for visitors and contribute much to the visitor experience in the Keweenaw Peninsula. When the national historical park was first established, the National Park Service believed it was a good idea to enter into cooperative agreements with these sites to provide those elements of the copper mining story not readily available in either the Quincy or Calumet units of the park. Through these cooperative agreements and other kinds of programmatic activities, these sites will continue to cooperate with the National Park Service and help provide the visitor experience referenced above. These cooperating sites are:

Copper Range Historical Museum

The museum, in the village of South Range, tells the stories of the Copper Range Mining Company and its workers. The nearby community of Painesdale is one of the best preserved company towns in the Keweenaw.

Delaware Copper Mine

One of the oldest mines on the Keweenaw, the Delaware was one of the few successful "mass" or "fissure" mines. Eventually, mining companies exploited the extraordinarily rich ores for their wealth, but initially the mining of the naturally refined mass copper was thought to be the direction to take. The mine offers a number of underground and surface tours.

F. J. McLain State Park

Since ancient times, travelers have used a shortcut across the Keweenaw Peninsula — up Portage River and across Portage Lake to short, low portage at the north side. To the Ojibway, this was the "keweenaw." As modern mining developed in the mid-19th century, a canal was dug along the portage route, providing ready access for copper to be shipped to markets around the world. The park sits at the north end of this canal. It also provides shoreline access to Lake Superior and has a modern campground.

Fort Wilkins State Park

Built in 1844 to provide some semblance of order on the Keweenaw frontier, Ft. Wilkins is a well-preserved example of a 19th century military post. It offers a chance to explore the daily routine of service and hardship through a number of restored buildings, museum exhibits, and costumed interpreters.

Hanka Homestead

A goal of many Finnish immigrants to the Keweenaw was to work in the mines until they could afford to buy or homestead their own small, self-sufficient farms. The Hanka Homestead preserves just such a small farm, largely unaltered since the beginning of the century.

Historic Calumet (in Calumet Unit)

A village rich with history and architecture, Calumet is one of the main focal points of the new park. At the height of the mining period, Calumet bustled with commerce and a rich mix of immigrant groups. Red Jacket, as it was originally called, was developed on land provided by the C & H Mining Company. The commercial architecture of the village, along with the architecture of the C & H industrial core, provide a fitting reminder of this busy time. The **Coppertown USA Mining Museum** offers an excellent overview of the C & H story. Tours and a variety of live performances are available at the **Calumet Theatre**. Tours are available at the **Upper Peninsula Firefighters' Memorial Museum**.

Houghton County Historical Museum

The museum, in the former mill office of the C & H Mining Company, offers an extensive glimpse into the daily life of Houghton County's past.

Keweenaw County Historical Museum

Shipping on Lake Superior was the lifeline of the Keweenaw in the early years. Here visitors can learn about the ships and tour one of the lighthouses the ships depended on. Eagle Harbor was one of the first ports developed on the Keweenaw.

Laurium Manor

Laurium Manor was the largest and most opulent mansion in the western Upper Peninsula. Begun in 1906 and finished in 1908, the house was built by Captain Thomas H. Hoatson, Jr. whose father became superintendent of the Calumet and Hecla Mining company in 1872. In 1878 Hoatson Jr. began working for the C & H Mining company and was later instrumental in organizing the Calumet and Arizona Mining Company in 1899. He was also the director of the First National Bank of Calumet, 2nd vice-president of the Keweenaw Copper Company, vice-president of the Keweenaw Central Railroad, vice-president of the Superior and Pittsburgh Copper Mining company in Arizona, and vice-president of the Hancock Consolidated Mining Company of Hancock. Also during his lifetime, Hoatson was the owner, director, or vice-president of numerous other mining, banking, and railroad companies. Although Hoatson died in 1929, his wife continued to live here until the mid-1930s.

The 13,000-square-foot, 45-room mansion represents the lifestyle of wealthy Keweenaw mine owners. It is in Laurium Village, adjacent to Calumet, and tours are available daily during the summer and self-guided tour during the winter.

Old Victoria

The Old Victoria restoration preserves a series of small log houses built to accommodate early miners. Its isolated setting still gives a strong sense of the conditions faced by miners and their families in the rugged land that is Michigan's Upper Peninsula.

Porcupine Mountains Wilderness State Park

Michigan's largest state park contains numerous early historic mining sites; virgin forest offers a glimpse of conditions known by the prehistoric native North Americans, the voyageurs, and early European-American miners.

Quincy Mine Hoist and Underground Mine

The Quincy Mining Company was one of the first commercially successful mines and had one of the longest operating periods. The Quincy #2 shaft eventually descended over 9,000 feet into the ground, and was served by the largest steam hoist ever built. Tours of the steam hoist, the surface area, and underground mining areas are available. A surface-running tram car system, links the hoist area with the mine entrance.

Seaman Mineral Museum

Here visitors can learn about the geological forces that produced the most extensive concentration of pure native copper in the world and see the finest display of minerals from the Lake Superior Copper District.

APPENDIX D: PRIMARY AND SECONDARY INTERPRETIVE THEMES AND SUPPORTING STORIES

Primary interpretive themes describe those ideas about a site that are so important that all visitors should understand them. Based on the area's purpose and significance statements, themes provide guidelines for making decisions concerning which interpretive stories will be told to visitors and what interpretive facilities will be required to tell those stories. The following themes and stories related to Keweenaw's Copper Country were developed during many community workshops held on the Keweenaw Peninsula and through several public review opportunities.

People's Lives

The rich copper resources of the Keweenaw Peninsula have had a long and profound effect on the lives of area residents.

Copper excavated on the Keweenaw 7,000 years ago generated several prehistoric trading societies in which copper significantly affected beliefs and social and economic life in much of what is now the eastern United States.

The copper industry created a social and economic hierarchy that provided wealth and jobs.

Life on the Keweenaw has created a sense of community — attachment to the land and the people — that keep residents in the area or draw them back if they leave.

Copper Country miners and their families often led hard and difficult lives.

Copper miners had a difficult, strenuous, and dangerous occupation that came with environmental and human costs. Extracting copper resulted in the average of one death a week in the mines circa 1890–1910.

The remoteness and harshness of the Keweenaw environment demanded many adaptations by people and companies to survive and thrive.

As mining communities modernized, advances in transportation, commerce, culture, and entertainment affected residents' lives.

Age, gender, and physical ability influenced the way people experienced the Keweenaw Peninsula.

Immigrant families who began their American experience on the Keweenaw influenced life on the peninsula with their own rich and diverse cultures.

Ethnic groups attempted to maintain a unique identity while being absorbed into common work and social environments.

The extant nonindustrial structures, landscapes, and traditions of the Keweenaw reflect the influences of complex ethnic diversity and architectural traditions.

Each ethnic group had its own goals. For example, many Finns used the mines as springboards to pursue more desirable occupations in farming and logging.

Michigan's copper country attracted European immigrants from 1840–1930. The cultural heritage of these varied nationalities are still in this remarkable ethnic conglomerate. The Village of Calumet is one of the most compact multi-ethnic communities outside an urban environment in the United States.

Labor Management Relations

The history of labor-management relations on the Keweenaw reflect broad national patterns.

The Keweenaw was slow to unionize in the face of long-standing and effective management opposition.

The differences between skilled and unskilled underground mine workers diminished as the companies introduced more sophisticated technologies.

The 1913 strike reflected both long-standing tensions and specific management strategies (use of new technologies) for competing in the changing world copper market.

Corporate and labor hierarchy were often based upon people's ethnic origin.

Corporate Paternalism

Corporate paternalism greatly influenced all aspects of public/social life.

Companies built schools, provided health services, and sponsored social events.

Corporate-sponsored community planning is evidenced in the architecture and cultural landscape of the Copper Country.

Institutions such as churches, fraternal and ethnic organizations, the bath house, the library, and the schools were provided or encouraged by Calumet and Hecla and Quincy Mining Companies to promote labor availability and reliability. However bars, bordellos, and unions were viewed as obstacles to control by company management.

The investors and management of Calumet and Hecla and Quincy Mines were primarily from the East Coast, and the housing that they commissioned for both locations reflect eastern vernacular forms such as the saltbox and double pin house.

Corporate paternalism practiced in the Keweenaw Peninsula was extremely long-lived and broad in scope. Both the physical evidence and cultural heritage of this corporate paternalism are still readily apparent.

Mining Technology

The difficulty of mining, milling, smelting, and delivering copper to market from Michigan's Upper Peninsula required the evolution of technology and economies of scale to keep Keweenaw's copper-related industries competitive and profitable.

Prehistoric people liberated copper from rock by building fires against rock faces and throwing water on the hot rocks, causing them to spall.

The first preindustrial mining followed European practices, principally Cornish and German, (such as hand-drilling, black powder, and hand-mucking), and organizational models for labor and payment.

Copper mining progressed from collecting native copper on and near the surface to mining fissure veins, amygdaloid lodes, wealth-producing conglomerate lodes, and finally copper sulfide lodes.

Retrieving Keweenaw copper required considerable capital investments from large corporations to make deep mining profitable.

Air blasts, rock bursts, and decreasing ore grades stimulated technological innovation.

Milling technology progressed from gravity separation, to flotation, and lastly to leaching to produce concentrates that were smelted and cast into ingots.

The volume and completeness of original 1840–1930 records document both preindustrial and industrial era mining.

Large scale corporate mining began in the 1840s.

Technical innovation in hardrock mining provided leadership in the industry — for example, the world's largest steam-powered mine hoist and the first use of telephones underground.

Until 1931 the Keweenaw Peninsula contained the deepest mine shafts in the United States.

Architectural and other uses of the "poor rock" and "stamp sands" is one of the most significant success stories of recycling an industrial by-product.

The Keweenaw Peninsula contains the oldest known copper mine in the western hemisphere and was the principal source of copper for aboriginal people.

Natural Resources

Natural resources of Michigan's Upper Peninsula influenced Keweenaw's cultural landscape to create a special sense of place.

Understanding the geology of the Keweenaw Peninsula was the key to finding economically viable copper deposits; today understanding the geology is key to appreciating landforms that attract residents and visitors to this area.

Building material obtained from local Jacobsville sandstone quarries or recycled from discarded mine rock gives the architecture of the area its distinctive regional appearance.

Water provided fairly reliable sources of food and inexpensive transportation of copper, other raw materials, and machinery.

Forests provided critical components in establishing a mining industry, such as mine timbers, building materials, and fuel.

Natural factors shaped the cultural landscape by affecting how and why varied uses (mines, mills, smelters, residential neighborhoods, and commercial centers) were sited at varied places.

Weather, especially winter, on the Keweenaw shaped both the built environment and social behavior.

APPENDIX E: INTERPRETIVE PLANNING — THE NEXT STEPS

This *General Management Plan* (GMP) provides general management concepts for visitor use and interpretation. It is the first of several critical interpretive planning activities. Additional planning tasks include the development of a long-range interpretive plan, several media plans, and production/installation plans.

LONG-RANGE INTERPRETIVE PLAN

A long-range interpretive plan is a vital component of the NPS planning process. It provides a vision for the future of interpretation and describes actions necessary to implement the GMP concepts. Development of a long-range plan is facilitated by an interpreter skilled in interpretive planning and is drafted by a planning team that may include site staff, interpreters from nearby parks, planners and designers, media specialists, subject-matter experts, and the public. The team analyzes the site's existing interpretive program and recommends interpretive media, services, and facilities to communicate in the most efficient and effective way possible the site's purpose, themes, significance, and values. The long-range plan would typically include the following sections and planning actions.

Purpose— Stated in the *Draft General Management Plan*

Significance— Stated in the *Draft General Management Plan*.

Themes — Stated in the *Draft General Management Plan*, but may be expanded to include compelling stories that support the themes.

Interpretive Goals — Stated in the *Draft General Management Plan*.

Visitor Experience Statement/Interpretive Objectives — Defines how interpretation will foster a physical, intellectual, and emotional visitor experience based on themes and goals. Examples are as follows:

1. Professionalize interpretation at cooperating sites to improve the programs offered by park affiliated personnel.

2. Promote the formation of historic districts and educate the public about historic preservation.

Issues and Influences Affecting Interpretation — Analyzes how long-range initiatives, influences outside site, resource concerns, and management constraints affect interpretation.

Visitor Profiles — Describes site audiences, actual and potential, and their needs as identified with scientific surveys.

Interpretive Facilities and Media Conditions — Surveys and describes existing conditions and analyzes their effectiveness in achieving site's interpretive goals.

Interpretive Program Description — Describes the services, media, and facilities necessary to achieve the site's management and interpretive mission.

Personal Services — Describes the role staff play in providing visitor experience opportunities. Examples are as follows:

1. Outlines thematic, resource-based programs to be presented by interpretive rangers.
2. Applies NPS interpretive guidelines to enhance interpretive programs offered by NPS and cooperating site interpreters.
3. Assembles slide presentations depicting historic districts in Michigan; emphasizes local public and private restoration projects during walking tours; encourages preservation forums in the region.

Nonpersonal Services — A team of media experts accesses needs and proposes appropriate wayside exhibits, museum exhibits, audiovisual programs, publications, and furnished house museums. Examples are as follows:

1. NPS interpreters review exhibits and exhibit plans for textual conciseness, graphic appeal, and historical accuracy.
2. Walking tours with publications or wayside exhibits direct visitors to significant resources.

3. Develop wayside exhibit plan for Quincy district interpretive trail.

Partnerships — Identifies organizations or facilities that should be involved in interpretive services and specifies their roles. An example follows:

1. Draft cooperative agreements to share objects and expertise between the National Park Service and other curatorial facilities; conduct demonstrations such as how patterns were used to mold machine parts; promote satellite museums and joint interpretive efforts; share research and preservation including storage and cataloging objects.

Library and Collection Needs — Defines library needs and potential uses of the collection to achieve actions proposed in the long-range plan.

Research Needs — Defines additional research needed to support the actions proposed.

Staffing Needs — Describes staff needed to accomplish plan proposals, identify alternative personnel management actions, and outline a strategy for acquiring funds.

Implementation Plan — Summarizes actions necessary to implement the long-range plan, assign responsibility, and set completion dates.

The long-range plan for Keweenaw National Historical Park should include an interpretive complex plan (ICP) component. NPS interpretive planning guidelines recommend that complex parks that share common themes with other parks, or parks that are involved in collaborative operations with other agencies, should develop an interpretive complex plan. Here interpretive themes spelled out in park legislation should be connected with cooperating sites. This plan would consider each cooperating site's interpretive interest, mandates, and constraints to identify NPS themes that can be dealt with at each site, describe shared visitor experiences related to copper mining that could be provided by each site, and conceptually describe how those experiences might be provided.

MEDIA PLANS

Following approval of the long-range plan, several media plans (i.e., wayside exhibit plan, museum exhibit plan, furnishing plan for historic house museum, publication plan, and audiovisual plan) may be needed to provide detailed planning for specific media. Based on interpretive proposals in the long-range plan, site staff would program funds for media planning, select media planner, and assemble reference materials from which media text and graphics can be developed. The media planner would visit the site, evaluate reference materials, and draft a media proposal outlining the project scope and the site, subject, and purpose of each exhibit. Following review and approval of the proposal, intense planning of each exhibit begins. The plan would contain complete text, graphic, and artifact selection from material assembled by site, map information, conceptualized artwork, size and type of media, and design layout.

PRODUCTION AND IMPLEMENTATION PLANS

A second component of media planning is a production plan, including sufficient detail to contract media production. Designers assemble photos, render original art, and complete final review of map compilations. Supervision and contract administration by a vigilant site staff and media specialist is necessary to ensure a high-quality product.

This appendix outlines the significant investment of time and energy required by site interpreters, media experts, production specialists, and installers to ensure that a professional interpretive program is presented to the public. Specific interpretive planning guidelines can be found in NPS-6, *Interpretation and Visitor Service Guideline*, chapter III, "Interpretive Planning" (Autumn 1996) and in the *Draft Interpretive Planning Handbook* (NPS 1997a).

APPENDIX F: QUINCY MINE HOIST ASSOCIATION DEVELOPMENT PLAN

The Quincy Mine Hoist Association was formed in 1957 by the Upper Peninsula Section of the American Institute of Mining and Metallurgical Engineers to preserve resources associated with Quincy Mining Company and to interpret the company's role in the history of copper on the Keweenaw Peninsula. The association obtained a 99-year lease on the mining company's smelting facility adjacent to Portage Lake and the #2 shafthouse and related property on Quincy Hill. The association has since purchased the land encompassing the shafthouse, hoist house, and the hoist, as well as the right-of-way of the tramway. Stabilization, restoration, and interpretation programs are underway, and plans for future development and operations have been formulated. Specific recommendations in those plans include the following.

(The following is taken from meeting notes on February 8 or 9, 1996, when Burton Boyum described the association's plan.)

PROGRAMMATIC

Walking Tour — A self-guided walking tour is proposed to direct visitors on a logical, sequential route through the area's most significant features. The tour would link other interpretive programs with stabilized and restored structures and landscapes to provide in-depth interpretation of mining technology.

Publications — An active publications program would make a variety of brochures, pamphlets, and books related to Quincy Mining Company and Keweenaw's copper industry available for purchase.

Video — An orientation audiovisual program presented to visitors upon arrival would provide an opportunity for visitors to acquire a basic understanding of the site's significance. Additional videos may be available to interpret specific chapters of the story of copper.

VISITOR USE AND BUILDING TREATMENT

Supply House: This restored building, close to and highly visible from U.S. 41, will continue to function as the historic site's gift shop and tourist information center.

Hoist House: This building would continue as one of the site's interpretive focal points. Visitor access to the building interior and interpretation of the world's largest mine hoist would illustrate the significance of the Keweenaw copper industry and the magnitude of the Quincy Mining Company.

1894 Hoist House: This building, renovated in cooperation with Michigan Technological University, displays mining tools and mineral exhibits. It also functions as a staging area for tours of the hoist house and experimental mine.

Bathhouse: The interior of this structure would be restored, and its historic function as a bathhouse would be interpreted to visitors. Life-sized manikins would depict the structure's dual use — as a bathhouse for miners before and after their work shifts and as a community bath for women and children at designated times.

Quincy Smelting Works: Several buildings associated with the Quincy Mining Company's smelting facility adjacent to Portage Lake have been leased by the association. Stabilization of all historic structures and restoration of selected buildings is proposed. A cupola building, reverberatory furnace building, and continuous casting machine would be restored to illustrate the smelting process. Self-guiding walking tours through the site would interpret historic smelting equipment, including a rare, steam-powered generator.

Shafthouse: The exterior of this structure has been restored to recreate its historic appearance and to protect the interior historic fabric. An elevator is proposed to carry visitors to the top of the shafthouse to provide an encompassing view of surrounding cultural vistas.

Locomotives: Two locomotives used by the Quincy Mining Company and currently owned by the association are proposed to be restored. They could be displayed on original tracks adjacent to the smelter buildings and interpreted to illustrate the role of transportation in the copper industry. Other locomotives will be exhibited at the mine hoist complex.

Black Smith Shop & Machine Shop: Both of these structures are proposed as a mineral museum to

interpret the unique geology of the Keweenaw. Exterior restoration would be completed by the association. The interiors would be adapted for museum purposes in cooperation with Michigan Technological University and leased to the university. Visitor information, exhibits, and programs would explain the geology of the area, including fissure, amygdaloid, and conglomerate copper-bearing features. The museum would feature hands-on activities such as tumbling machines, lapidary equipment, and plastic models of crystals commonly found in the copper country.

Oil House: This small building near the supply house and proposed visitor parking area would be adaptively restored as a restroom building.

Pay Office: This building is proposed for acquisition and possible continued use as an office building.

Experimental Mine: A guided tour into portions of a modern experimental mine and a 1860s stope would provide visitors an underground mine experience and interpretation of working conditions, mining techniques, and mine structures.

Tram: A modern tram is proposed to transport visitors from the top of Quincy Hill to the adit used for mine tours. In addition to providing public access to the mine tour, the tram could be used to interpret historic tram routes that delivered copper ore from the mine to the smelter. Note: The tram has been constructed and is functioning.

Landscapes: Historic vistas within the Quincy Historic District would be restored and maintained.

Signs & Waysides: An entrance sign featuring a large piece of float copper would capture the attention of potential visitors as they travel U.S. 41 and direct them to the supply house information center. Metalphoto images of historic scenes and structures would encourage visitors to compare historic conditions to those encountered during their visit. Small signs identifying sites of several former mine structures would illustrate the magnitude of Quincy Mining Company's operations.

APPENDIX G: CALUMET VILLAGE AND CALUMET TOWNSHIP
CONCEPT DEVELOPMENT PLAN



Keweenaw National Historical Park

Calumet Unit
Concept Development Plan

March 1991
Revised 5/95

CONCEPT DEVELOPMENT PLAN

**KEWEENAW NATIONAL
HISTORICAL PARK
CALUMET, MICHIGAN**

Prepared for:

Calumet Township and the Village of Calumet

by:

The Calumet Township Strategic Plan Committee

with assistance from

U.P. Engineers & Architects, Inc.
Houghton, Michigan

Revised May, 1995

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INTRODUCTION

In 1971, the Universal Oil Products Company (UOP), the predecessor to Lake Superior Land Company, commissioned Barton-Aschman Associates, Inc. to analyze development potentials for their land holdings in the Keweenaw Peninsula. A key element in this study was the concept of creating a historic tourism center in Calumet, to be designated Coppertown USA.

A design concept and development program was prepared in 1972 by Barton-Aschman Associates for the Coppertown, USA theme center. The concept recommended using the historic industrial and commercial area resources as a major attraction for tourism development in the Keweenaw. However, the Calumet community at that time could not accept these findings because of their belief that the mining shutdown was a temporary condition.

The Coppertown study was the first recognition that Calumet's unique industrial heritage would be of interest to the American public. In the years following the Coppertown report, interest in the historical development increased as the likelihood of copper mining and industrial development decreased. Fortunately, depressed market conditions have preserved the historic resources to the present time.

In 1987, the National Historical Park concept began with an idea mentioned at a meeting of the Calumet Downtown Development Authority. The idea has grown through positive actions and response by the National Park Service, legislators, local community leaders, and support by the people of the Copper Country.

This Concept Development Plan for Calumet has been prepared to guide and assist legislators, the National Park Service, and local leaders with decision-making relative to the National Historical Park. The planning process was initiated to provide a concept of how and where a park can be developed in Calumet. The process also identified local actions and responsibilities necessary.

The goal of the Concept Development Plan was to create a concept that has a critical mass, functional flow and logical rhythm that makes sense from a interpretation and visitation standpoint. A second goal of the process was to create a concept that would strengthen the overall appeal and interest of the Keweenaw National Historical Park by offering interpretive themes, facilities and experiences that are different from those being suggested for the Quincy unit of the park.

This Concept Development Plan is presented as the locally supported option for the National Historical Park. It includes a summary of the significance of Calumet and the Calumet and Hecla Mining Company, a brief analysis of existing conditions, and recommendations for National Park Service and local government involvement in a National Historical Park that will be a unique experience in the Midwest and Northern United States.

NATIONAL SIGNIFICANCE

The national significance of Calumet and the Calumet and Hecla Mining Company has resulted in efforts of the community, legislators and the National Park Service to establish a National Historical Park. The designation of the Calumet National Historical Landmark in August 1989 confirmed this national significance.

The importance and contributions of the development of the Calumet copper resources to the history and development of Michigan and the United States presents a unique story. The National Historical Park has the opportunity to interpret a variety of themes that will appeal to various public interests.

This broad appeal is already evidenced by the current visitation and tourism experienced in the area. Development of the historic resources will expand this interest and resulting tourism.

Numerous books, articles, and historic studies document the prominence of C & H and Calumet. This significance is summarized by the citations listed below:

From William B. Gates, Jr., Michigan Copper and Boston Dollars, 1951.

"The most important development in Michigan and United States copper mining history during the years 1867 to 1884 was the opening up of an exceptionally rich and vast mineral body by the Calumet and Hecla Mining Company."

"In 1867 the Calumet and Hecla companies were shipping only 8.4 percent of Michigan copper; five years later the percentage was 65.3."

"The new property was a tremendous financial success as early as 1870, and between 1869 and 1884 declared over \$25 million in dividends on a paid-in capital of \$1.2 million, or about 80 percent of all dividends paid by the industry during the 18-year period."

"From 1869 to 1876 the Michigan field consistently produced over 85 percent of domestic output, Calumet and Hecla alone contributing over half of the United States total."

From Larry Lankton, Cradle to Grave, 1991.

"And stockholders were particularly blessed if they had invested early in the giant success, Calumet and Hecla, one of the world's foremost mines. Sited atop the Calumet conglomerate load--the Keweenaw's richest copper deposit by far--C & H alone accounted for 43 percent of all Lake copper produced through 1925, and for half of all dividends."

"Calumet and Hecla dominated the Lake Superior copper industry. Until the rise of Copper Range Consolidated in the early twentieth century, C & H had no legitimate rivals, and it ruled its region with a haughty self-assuredness that the only way to mine for copper, or to run a mining community, was the C & H way. It became the principle magnet for immigrants. It set the standards for wages, for company paternalism, for technologies... And because Boston investors had launched C & H, after 1870 that eastern city became the most important home of money still to be invested in the Lake Superior copper district - and of money taken out of

that district in dividends. As one wag wrote in 1928: "The four greatest words in the annals of New England are: Concord and Lexington, and Calumet and Hecla. The first two made New England history and the last two made New England fortunes."

"(Erasmus D.) Leavitt's fourth engine for C & H, destined to become one of the company's most recognized symbols of technological prowess, bore the accurate if immodest name of "Superior." This "monster" engine, contracted for in 1879 and started up nearly two years later was "the largest stationary engine in the world" and cost nearly \$100,000."

"By the late 1890s. C & H has at least 50 stationary engines at the mine, plus more at its mills and smelter, plus a stable-full of steam locomotives serving its railroad. Its stationary engines alone totaled about 50,000 horsepower. C & H produced "as much power as is now being generated by the great electrical plant at Niagara Falls, and about equal to the power used in the average manufacturing city of 200,000 people."

From Agassiz, George R., Letters and Recollections of Alexander Agassiz, 1913.

"At the time of (Alexander) Agassiz's death (in 1910), the company employed an army of fifty-six hundred men, and was mining the vast amount of about ninety-three hundred tons a day! This is believed to be the largest amount of rock mined and treated by any mine up to that time."

"The scale of the equipment (of the Calumet and Hecla) may be judged from the fact that one of the pumps at the mills had a greater capacity than any in existence, until its designer, Mr. E.D. Leavitt, built a larger one for the pumping station of the Boston Sewage Department."

From Thurner, Arthur W., Calumet Copper and People, (1974).

"William Eleroy Curtis called Calumet "a unique municipality" and described it in 1899 as a curious settlement which is neither a town nor a village, and is perhaps the richest community of its size in the world."

"In a sense (Alexander) Agassiz was the architect of the community that developed around the mines. He translated much of his cultural heritage from Europe and New England into decisions that marked the shaping of Calumet. A company town developed but one quite different from the grimy coal and steel towns of Pennsylvania. Agassiz and his associates helped to develop a community meeting needs often ignored or neglected in comparable company towns. A sense of 'noblesse oblige' prevailed."

"Due to the peculiar placement of mining structures and no doubt in part to the desires of the company and residents for convenient pasturage, an open space was cleared and retained between Red Jacket (Calumet's commercial center) and the mining areas. Other small towns had town squares but Calumet, like Boston, had a common, for that was what the open area was called."

From the 1915 Polk Directory.

"Calumet Village has a population of 30,000, making it the largest incorporated village in the United States."

Other noteworthy facts:

The Red Jacket Shaft is listed as the deepest vertical shaft in the world.

The statue of Alexander Agassiz that stands next to the C & H Library building was sculpted by Paul Wayland Bartlett, a student of the renown Auguste Rodin. Bartlett's works are world famous as his figure of Lafayette stands at the entrance to the Louvre in Paris.

Of the 11 billion pounds extracted from the Lake Copper district, C & H produced over 5 billion!

Harry Benedict, C & H metallurgist invented the ammonium leaching process in 1916. His process made possible the recovery of scrap copper and steel for the War Production Board during WWII.

Kate Lidfors, NPS Historian and co-author of the initial NPS Options Report stated "In my view, Calumet is one of the most compact ethnic communities outside of urban neighborhoods and is one of the best national candidates for interpretation to the public."

THE DEVELOPMENT PLAN

A Concept Development Plan for a National Historical Park in the Calumet Landmark District is presented as an exciting opportunity to interpret an important story of America's industrial heritage. The concept combines interpretive facilities dealing with technology, underground copper mining, and the growth of a corporate giant, while telling a story of the unique community and social life in a north country town.

The National Park Service is expected to play a major role in the development of the Keweenaw National Historical Park, through the establishment of a visitor and interpretive complex. In addition, it is envisioned that the Park Service will be involved with complimentary activities in Calumet that includes technical assistance and cooperating sites.

The Village of Calumet and Calumet Township will also have responsibilities. Several projects that compliment NPS activities are currently being implemented and others are being planned. Both physical development and administrative/regulatory programs are being considered by local government to assist the National Historical Park.

This section of the report describes the Concept Development Plan. It provides a review of existing conditions, a summary of the overall concept, and outlines specific development actions by the National Park Service and other organizations.

EXISTING CONDITIONS

Location/Access: The Keweenaw National Historical Park was designated for an area that includes the Calumet National Landmark District. This district includes areas within the Village of Calumet and Calumet Township. These local governments comprise most of the area known as Calumet, located in north Houghton County. The area is on the Keweenaw Peninsula, in Michigan's Upper Peninsula.

The Calumet area is accessed by U.S. Highway 41, Michigan Highways M-203 and M-26, about 12 miles north of the cities of Houghton and Hancock. U.S. 41 also serves as the eastern boundary for the Calumet National Landmark District and provides convenient access to the sites proposed for Historical Park development.

Several areas within the National Landmark District Boundary are proposed for historical development. Portions of the Calumet and Hecla Industrial District and the Calumet Downtown Historic District (both listed on the National Register of Historic Places and part of the National Landmark District) offer interpretation potential. Automobile access to these areas can be accommodated conveniently from U.S. 41 via the Sixth Street extension or Red Jacket Road.

Land Use: A variety of land use is found in the National Landmark District, including various densities of housing, downtown commercial, institutional and industrial uses. As a result of the community planning policies of the Calumet and Hecla Mining Company, these uses are generally orderly with few intrusions. The land ownership successor to C & H, the Lake Superior Land Company, has carefully carried out the C & H land planning tradition in recent years.

Due to the high quality of construction found in the C & H Industrial Complex, a number of buildings have been adapted for new uses. The C & H Library is Lake Superior Land Company's offices; the Roundhouse houses Calumet Electronics, a manufacturing company; the Bathhouse is an office building; the Agassiz House is a women's shelter home; and the C & H Office Building is being used primarily as a medical center. The headquarters for the Keweenaw National Historical Park is located in this building. These adaptive reuse projects have been sensitive to the original architectural of the structures.

Some buildings and land in the district are vacant. This is the result of local market conditions and the land policies of Lake Superior Land Company.

Utilities and Services: The Keweenaw National Historical Park is extremely well served by water, sewer, and the full range of municipal services. A \$1.1 million water system improvement project and a \$7.5 million wastewater system project have been recently completed.

Development Controls/Zoning: Both Calumet Township and the Village of Calumet control land use and development through zoning. Building and sign permits are required for construction.

Michigan law enables local governments to establish historic district regulations and commissions for the preservation of historic resources. The Village of Calumet and Calumet Township are jointly working toward the establishment and administration of historic district regulations.

THE CONCEPT PLAN

The Concept Development Plan for a National Historical Park in Calumet includes a large visitor and interpretive center to be developed in the Calumet and Hecla Industrial District, south of Red Jacket Road. Existing historic industrial buildings will be adapted for visitor and interpretive facilities. Concept development proposed for the National Park Service is summarized below:

NATIONAL PARK SERVICE DEVELOPMENT

The C&H Office Building: This fine building with its Italian masonry and stonework will continue to serve as the National Park Service headquarters.

The Machine Shop: The largest building in the complex is proposed to interpret the growth and development of C & H into a corporate giant. Technological innovations and specialized equipment will be displayed. It may be possible to relocate the Ahmeek Mill Stamp to this building for interpretation. A key display would be a large scale, three dimensional model of the C & H Industrial Complex as it once stood.

The Blacksmith Shop: A park orientation and visitor center would be developed in the C & H Blacksmith Shop to serve as the first stop in the typical park visit. Here, tourists will be informed of park facilities, activities, and programs.

The Warehouse #1 Building: This structure is proposed as an interpretive center dealing with exploration, geology and a copper products exhibition. A satellite of the world-class AE Seaman Mineralogical Museum at Michigan Technological University is proposed to be located here.

The Osceola #13 Mine: The Osceola #13 shafthouse, and hoist complex presents an opportunity to interpret copper mining in a more modern context. This mine complex culminates 100 years of C & H mining history. Interpretive facilities at this complex, and adjacent company housing would anchor the southern portion of the park complex. One of the largest electrical hoists in the world is housed in the complex. Osceola #13 will be linked to Calumet with the street car and recreational trail corridor.

The Union Building: To interpret unique characteristics of the social and community life in Calumet that resulted from corporate policies and paternalism, it is proposed that the Union Building on Fifth Street be developed. It should be noted that this building was built as a bank and post office, not as a union hall. The location of an interpretive facility in this building will provide a linkage between the industrial complex and the historic downtown district.

The Calumet Depot: At the west side of the Village of Calumet on the rail corridor at Oak Street, is a railroad depot. This building served as the point of entry to Calumet for all immigrant mine workers and their families. Immigration and transportation are the themes that can be interpreted here. The adjacent Yellow Jacket residential area could also be interpreted from the depot.

The Agassiz House: In contrast to modest company housing for miners are the homes of company executives, mining captains and merchants. The Agassiz House, which served as the house of Alexander Agassiz, president of C & H, is located north of Red Jacket Road adjacent to the industrial complex. It is suggested that this home be used to interpret the turn-of-the-century home life of a corporate executive.

LOCAL DEVELOPMENT

Complimenting proposed National Park Service facilities in the Concept Development Plan are other existing community assets, future facilities, and activities. These include the Downtown Historic District, Calumet Theatre, a Firefighters Museum, Agassiz Park, the Coppertown USA Museum, and the Swedetown Ski Touring Center. A trail system for pedestrians, bicycles and skiing is proposed to link the Industrial Complex with the Depot and Swedetown Ski Touring Center, following existing railroad grades. The trail linkage will provide opportunities for interpretation of mine shaft locations and other buildings. These trail corridors can also

accommodate a streetcar system/transit link in the future.

Cooperating Sites: Through partnership arrangements, key historic sites, businesses and tourist attractions are designated as National Park cooperating sites, throughout the region. Cooperating sites in the Calumet area include the Calumet Theatre, the Coppertown USA Museum, and the Laurium Manor Inn.

The Calumet Downtown Historic District: Downtown Calumet is a key element in the overall concept. The downtown presents a rather unique northern town because of its scale, development pattern and numerous turn-of-the-century commercial buildings, that have seen little or no alteration. The proximity of the downtown to the C & H Industrial District is beneficial. The downtown offers various interpretive and cultural coordination opportunities. Downtown Calumet also provides a location for appropriate spinoff development that will result from the National Historical Park Development. The development of historic streetscape restoration on Fifth, Sixth, Portland, Oak and Elm Streets is proposed in order to enhance the turn-of-the-century flavor of downtown Calumet. A local historic district ordinance and commission is proposed to guide and regulate building improvements to maintain the historic integrity of the downtown and Village.

The Calumet Theatre: The Calumet Theatre is noted as one of the nations first municipal theatres. It remains one of Michigan's best known historic theaters. The exterior of the downtown Theatre has been restored and extensive work has been done to the interior. Cultural coordination by the National Park Service is suggested. The Theatre will remain under control and ownership of the Village and will continue its program of music, theatrical and cultural activities. The Theatre is presently a cooperating site.

Agassiz Park: Calumet's historic "commons" was acquired by the Village of Calumet. In recent years, public restrooms have been constructed. Fourth Street was reconfigured as part of this project to improve public parking. Future development will include restoration of the Agassiz Park plantings and walkways.

Italian Hall Park: This park on the site of the razed Italian Hall is a memorial to the 1913 Christmas Eve tragedy that resulted in the accidental death of 73 persons, mostly children. The park was dedicated on November 13, 1989 by Manuel Lujan, then Secretary of Interior. A stone and brick arch marks the doorway of the demolished Italian Hall, where this tragedy occurred, constructed by volunteers in the park.

The Firefighters Museum: The 1898 Red Jacket Fire Hall, located across the street from the Calumet Theatre, is owned by the Village of Calumet. It is noted as one of the Village's finer historic buildings. The Fire Hall is leased to the Upper Peninsula Firefighters Museum, Inc., a non-profit organization. NPS technical involvement is suggested.

Coppertown USA: Located in the C & H pattern shop, Coppertown USA is an existing museum which interprets Keweenaw Peninsula copper mining history. A model of the Keweenaw Peninsula mining developments would be a possible interpretive tool.

Swedetown Ski Touring Center: A new chalet, parking area, trail improvements, and state of the art grooming equipment have made this facility one of the best cross country ski centers in the Midwest. Skiers will enhance park visitation during the winter season. A direct ski trail linkage with the park is proposed for the mutual benefit of both facilities. Calumet Township

is proposing to acquire the land used for ski trails and the rail corridor.

Calumet Lake Recreation Area: Calumet Lake is located immediately north of the Village. The lake was the site of the first mill for Calumet and Hecla. Calumet Township is analyzing the development of a recreation area at Calumet Lake, that could include camping, fishing and other outdoor recreation facilities. The complex would be linked to the Village and National Historical Park via the streetcar and trail systems.

St. Anne's Church Ethnic Embassy: Calumet Township has acquired the sandstone French Gothic church for reuse as a community owned Ethnic Embassy. The project will be a local effort to interpret the ethnic heritage and culture of 30 nationalities that immigrated to the area.

Sixth St. Extension Improvements: In conjunction with the development of Mine Street Station, a new commercial development, the Township is proposing pedestrian walkways and lighting along the Sixth Street extension. This project will provide an important linkage with proposed NPS facilities and new commercial development.

Dry House & Drill Shop: These buildings house a large collection of drill core samples. The collection is of potential interest to geologists and could be developed as a depository of geologic information.

SPECIFIC ACTIONS FOR THE NATIONAL PARK SERVICE

The Concept Plan summarizes a scenario for interpretation of historically significant copper mining and community characteristics in Calumet. Outlined below are specific recommendations for National Park Service action:

a. Land Acquisition

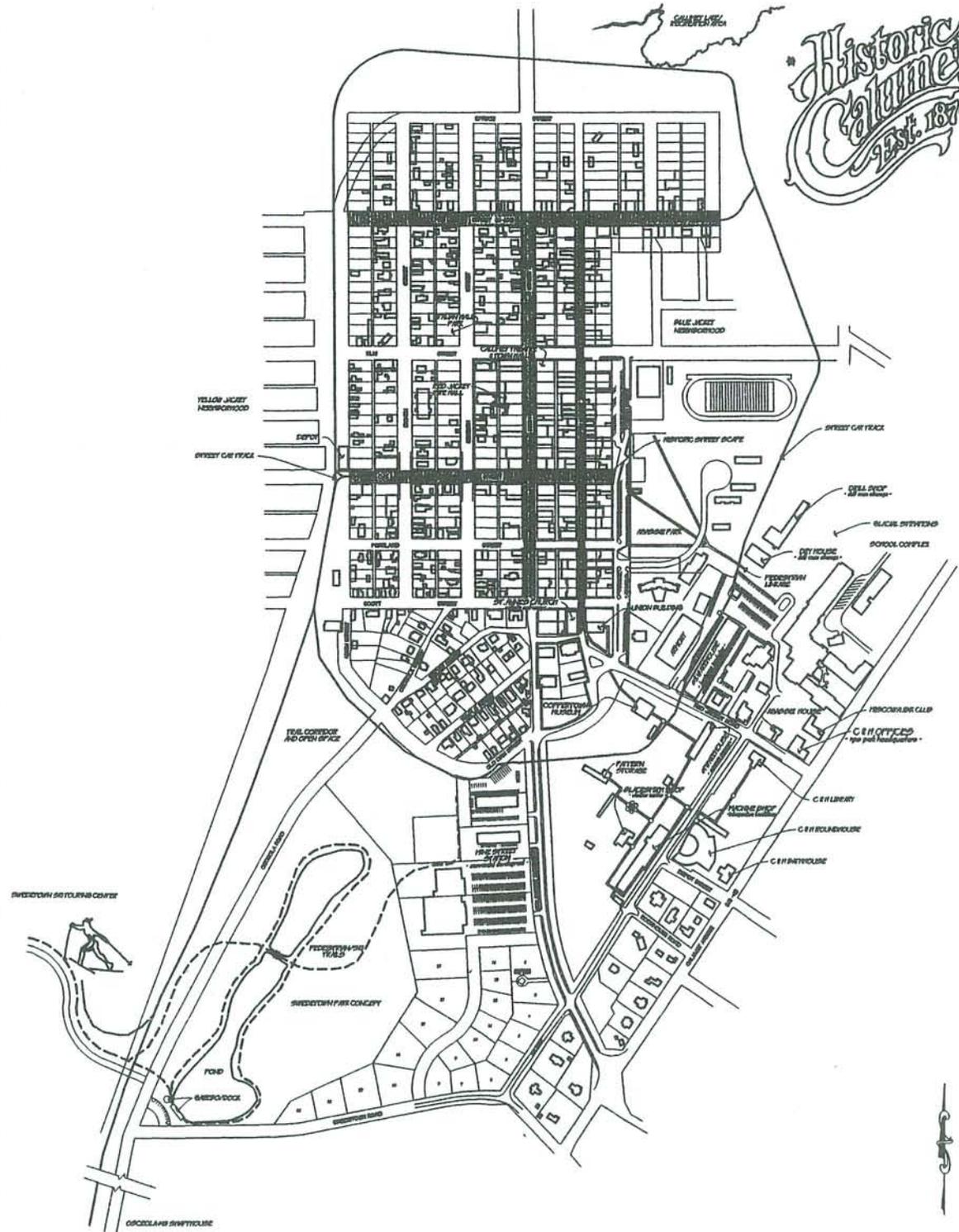
Include acreage bounded by Red Jacket Road, Mine Street, Swedetown Road, and Old Dam Road, Sixth Street Extension to Scott Street, Fifth Street back to Red Jacket Road. In addition, a strip of land parallel to Mine Street from Swedetown Road to Osceola #13 and along the Sixth Street extension.

b. Acquire and develop buildings to serve as a large visitor complex as listed below:

- (1) The C & H Office Building for National Park Service headquarters and administrative offices.
- (2) Renovate the C & H Machine shop for an interpretive center. Move the Ahmeek mill Stamp there from Tamarack City. Display other large equipment and technological innovations. The building will interpret C & H's role as an industrial giant. A large scale model of the entire complex is recommended.
- (3) The Blacksmith shop would be a visitors and orientation center where visitors would learn about the park and be directed to other buildings.
- (4) The Warehouse #1 to interpret exploration, geology, a copper products exhibition, and a satellite display of the state of Michigan's Mineralogical Museum at MTU, one of the best collections in the world.
- (5) The Osceola #13 mine shafthouse and hoist would interpret that era of mining and technology. Restore to the 1920 era the four miners residences on "E" Street across the #13.
- (6) The Union Building (first post office and bank) will interpret unique characteristics of Calumet's community and social life.
- (7) The Calumet Railroad depot the on the rail corridor at Oak Street will interpret immigration and serve as a future transportation linkage center with the Quincy unit.
- (8) The Agassiz house will interpret the home life of executives.
- (9) Marking and interpretation of mine shaft locations and other important buildings.

APPENDIXES

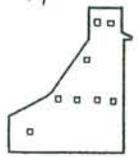
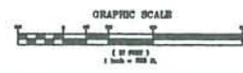
- c. Receive gifts of land and buildings to include:
The Coppertown USA complex, including four acres and 2 buildings. Coppertown, USA is willing to donate this operating museum to the National Park Service.
- d. Technical Assistance
NPS should provide advice to private property owners and to historically-related organizations in the area, including the firemen's museum, historical societies, etc.
- e. Cultural Coordination
NPS should use the Calumet Theatre for interpretive plays, programs, events and activities.
- f. Cooperating sites
Regional attractions and historic/cultural sites will be recognized, marked and promoted as cooperating sites.



SWEDSTROM SOUVENIR CENTER



CONCEPT DEVELOPMENT PLAN
KEWEENAW NATIONAL HISTORICAL PARK
CALUMET, MICHIGAN

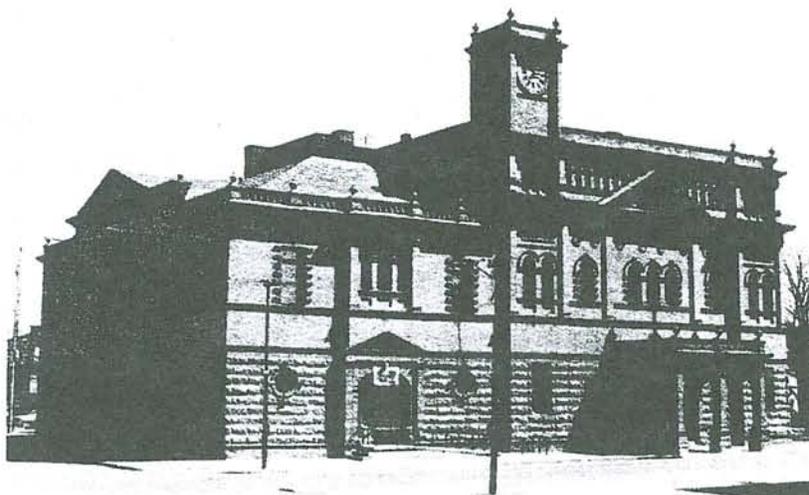


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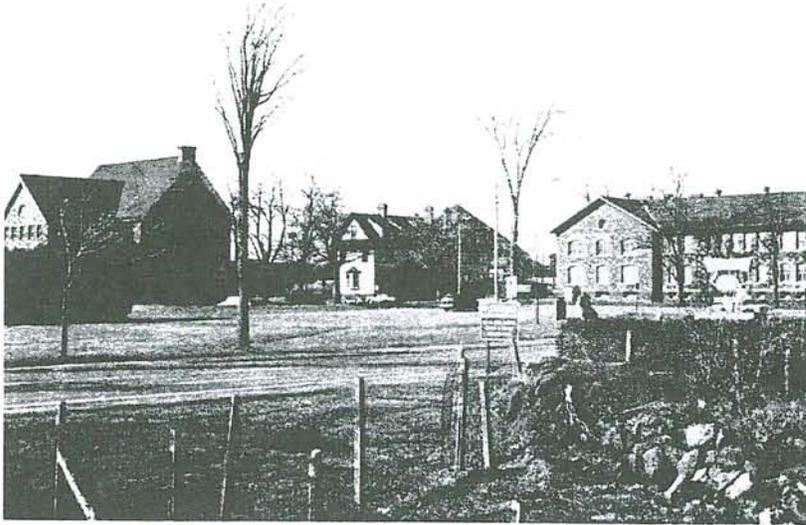


HISTORIC
COMMERCIAL
BUILDINGS
ON SIXTH
STREET, IN
THE VILLAGE
OF CALUMET.

THE CALUMET
THEATRE AND
TOWN HALL.

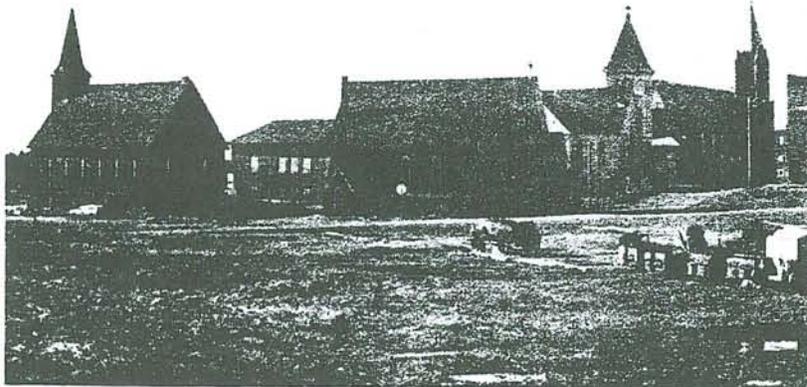
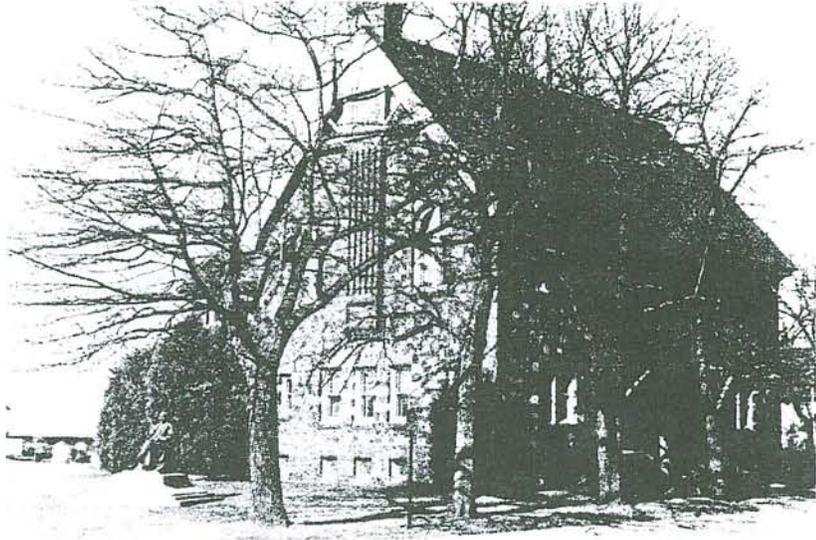


THE CALUMET
DEPOT.

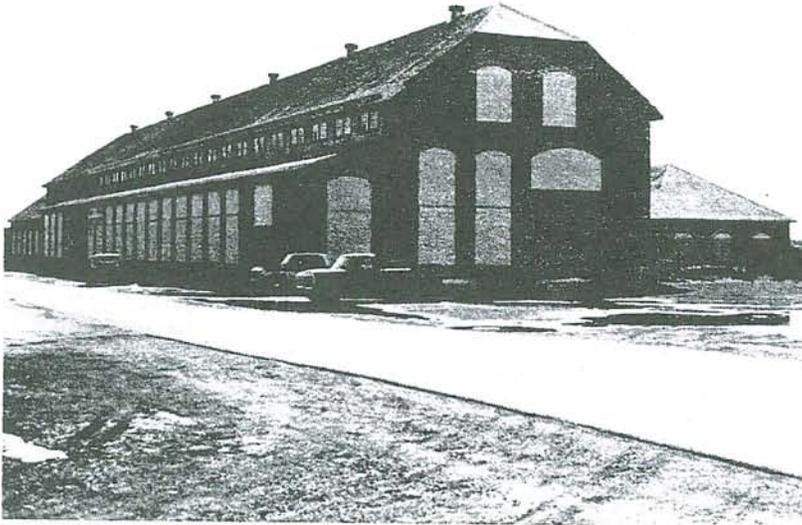


FROM LEFT, THE
C&H LIBRARY,
AGASSIZ HOUSE,
AND THE C&H
ADMINISTRATION
BUILDING AS
VIEWED FROM
ACROSS US 41.
NOTE THE
CAPPED
MINESHAFT IN
FOREGROUND.

THE C&H LIBRARY,
NOW THE LAKE
SUPERIOR LAND
COMPANY OFFICES.
NOTE THE STATUE
OF ALEXANDER
AGASSIZ ON THE
LEFT.

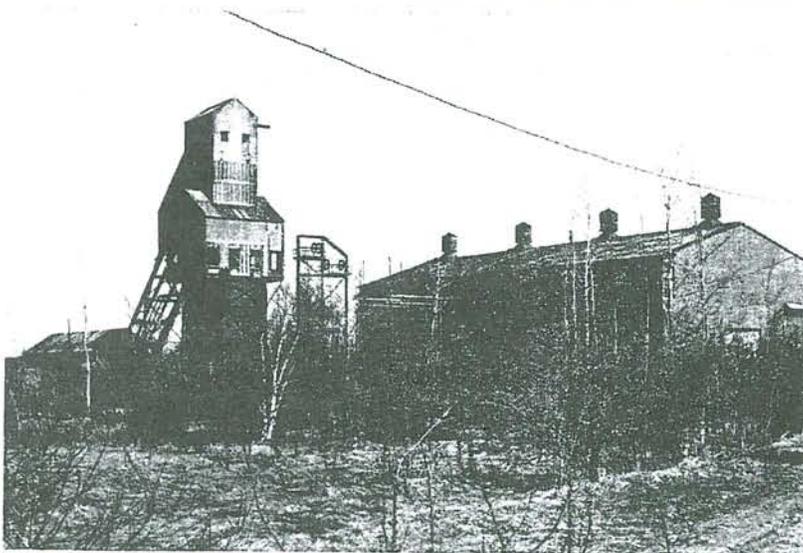
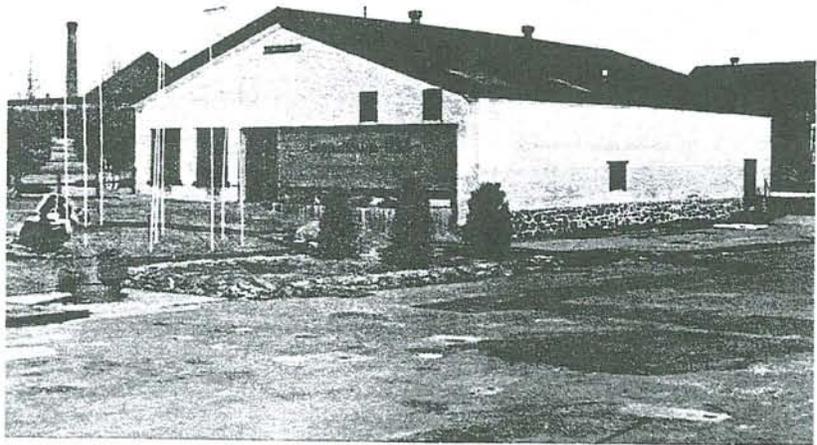


THE CHURCH
CLUSTER, AS
VIEWED FROM
THE C&H
INDUSTRIAL
DISTRICT.



THE C&H
MACHINE
SHOP. THE
BLACKSMITH
SHOP CAN
BE SEEN TO
THE RIGHT.

THE COPPERTOWN,
USA MUSEUM.



THE OSCEOLA 13
MINE COMPLEX.

APPENDIX H: SOME THOUGHTS FOR THE COMMISSION AND PARTNERSHIP TO CONSIDER DURING PREPARATION OF A COMPREHENSIVE MANAGEMENT PLAN FOR THE COMMISSION

VISION AND LEGACY

As noted in this document's "A Partnership for the Park and Peninsula — The Foundation" chapter, the permanent partnership could provide the catalyst for the people of the Keweenaw Peninsula to preserve and interpret the area's mining heritage and share its story with the rest of the world.

To accomplish this, however, will require the commission and its partners to develop a vision for the Keweenaw that will ensure the following:

- Significant resources and stories related to the copper mining heritage of the Keweenaw will be preserved and interpreted.
- Cultural values of the people of the region will be protected, yet shared with others in a positive and meaningful way.
- Visitors will be encouraged to come, stay, enjoy, and learn.
- An adequate Peninsula infrastructure — road system, parking facilities, restaurants, overnight accommodations, and other necessary visitor services — will be in place to accommodate the expected level of visitation.
- Other significant resources and stories in the Keweenaw, although not necessarily directly related to the mining heritage stories, will also be preserved and shared to enhance the quality of the visitor experience.
- Partnership efforts will provide additional incentives for new or renewed public and private investment in the area, which will stimulate economic growth.
- Values of residents will be considered and not be compromised.
- All of this must be done to the highest possible standards that will make residents proud and visitors glad they came and anxious to return.

However, the vision is more than the preservation and interpretation of resources and economic revitalization. Above all, the story of copper mining in the Keweenaw is the story of the people whose traditions, memories, and cultures are represented in the sites, buildings, and artifacts of the Keweenaw.

GOALS AND OBJECTIVES OF THE COMMISSION AND ITS PARTNERS

The following goals and objectives could be established for the commission and the partnership to implement the vision and form the foundation for future planning. If the commission is to be truly successful, goals and objectives are needed that are flexible enough for all partners. The following goals and objectives describe specifically what the partnership could do and how it might be implemented.

1. Establish leadership and management capability for future partnership success.

Objectives:

- Define tasks, roles, and responsibilities of partners.
- Establish and implement policies and procedures.
- Establish an information and assistance network.

2. Instill a cultural conservation ethic as well as a preservation consciousness in the Keweenaw's leaders and residents.

Objectives:

- Identify tangible and intangible resources in the peninsula.
- Provide for public participation in conserving and interpreting heritage.
- Develop and implement a cultural conservation program.
- Develop educational initiatives.
- Integrate preservation considerations into land use and community planning and development.
- Encourage preservation values of community leaders and those providing

services through educational programs.

- Provide preservation incentives through grant and loan funding.

3. Maintain and protect the diversity of the peninsula's significant resources that are essential to the partnership's success.

Objectives:

- Inventory and evaluate resources; establish a resource management program.
- Promote recreational and other uses with cultural treatment of resources.

4. Provide a high-quality visitor experience.

Objectives:

- Develop a comprehensive plan for interpreting Keweenaw's copper mining heritage.
- Establish criteria for a high-quality interpretive experience (define desired visitor experiences).
- Promote and provide high-quality services and accommodations for visitors.
- Provide improved transportation systems to and within the Keweenaw Peninsula.

5. Attract more visitors to the Peninsula.

Objectives:

- Coordinate facilities and programs.
- Market available educational and recreational activities and cultural, natural, recreational, and scenic resources.
- Provide information about area resources to the public.
- Link interpretation to tourism promotion.

6. Sustain regional economic growth and diversity.

Objectives:

- Identify and enhance opportunities for public and private sector development related to the peninsula's cultural and mining heritage.
- Incorporate the partnership initiatives into overall economic development planning.
- Encourage adaptive reuse of historically significant buildings.

7. Evaluate short- and long-term accomplishments of the partnership.

Objectives:

- Establish evaluation criteria and processes.
- Implement and monitor that process over the short term and the long term.
- Modify the partnership's efforts as appropriate, based on findings.

Once such a plan is put in place and as all partners work toward the goals, opportunities for area residents to participate in the growth and diversification of the region will be realized. This growth and diversification will be balanced by the conservation of its significant cultural, natural, and recreational resources; its rich and diverse cultural heritage; and its community values.

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PREPARERS AND CONSULTANTS

PLANNING TEAM

NPS Denver Service Center

Michael H. Bureman, Outdoor Recreation
Planner, Resource Planning Group, Job
Captain
Christy Fischer, Writer/Editor, Resource
Planning Group
Richard Lichtkoppler, Resource Economist,
Resource Planning Group
Keith Morgan, Interpretive Planner, Harpers
Ferry Center
Keith Payne, Landscape Architect, Landscape
Architect Group, Former Job Captain
Linda Ray, Visual Information Specialist,
Resource Planning Group
Karen Vaage, Landscape Architect, Landscape
Architect Group
Ann Van Huizen, Outdoor Recreation Planner,
Resource Planning Group, Job Captain

Keweenaw National Historical Park

Joseph D. Balachowski, Historical Architect
Lynn Bjorkman, Community Planner
Frank Fiala, Superintendent
Bill Fink, former Superintendent
Linda Witkowski, former acting Superintendent
Ed Yarbrough, Historian

NPS Washington Office

Laura Feller, Historian

CONSULTANTS — FEDERAL

Advisory Council on Historic Preservation

NPS Denver Service Center

Paul Newman, Historical Architect,
Architectural Group
Bill Schreier, former Natural Resource
Specialist, Resource Planning Group

NPS Midwest Field Area Office

Dick Fisher, Environmental Engineer
Al Hutchings, Assistant Field Director,
Planning, Legislation, and WASO
Coordination
Barney Olsen, Senior Realty Specialist
John Sowl, (former) Regional Liaison

NPS Washington Office

Phillip Cloues, Mining Engineer, Mining and
Minerals Branch
Dave Joseph, NPS Air Quality Division
Shawn Mulligan, Attorney / Advisor, NPS
Hazardous Waste Management and
Pollution Prevention Team of the Field
Office Technical Support Center
Daniel S. Reimer, Environmental Protection
Specialist, NPS Hazardous Waste
Management and Pollution Prevention Team
of the Field Office Technical Support Center

U.S. Department of Agriculture, Natural Resource Conservation Service

Bruce Peterson, District Conservationist

U.S. Environmental Protection Agency

John Kuhns, Region V
Elizabeth Reiner, Region V

U.S. Fish and Wildlife Service

Kim Santos, Wetlands Coordinator
Charles M. Wooley, Field Supervisor

CONSULTANTS — OTHER

Keweenaw National Historical Park Advisory Commission

Burton Boyum, President, Quincy Mine Hoist
Association
Clarence Dwyer, Houghton County Commissioner
Kathryn Eckert, former State Historic
Preservation Officer
Peder Kitti, Calumet
Larry Lankton, Michigan Technological
University
Paul Lehto, Calumet Township Supervisor
Mary Tuisku, Hancock City Council Member

Western Upper Peninsula Planning and Development Regional Commission

Steve Albee, former Senior Planner*

State Agencies

Charamy J. Butterworth, Michigan Natural
Features Inventory
Thomas F. Weise, Department of Natural
Resources

Other Federal, State, and Local Contacts:

Baraga State Park
Coppertown USA Museum
Fort Wilkins State Park
Hanka Homestead
Keweenaw Peninsula Chamber of
Commerce
Houghton County Historical Society
Isle Royale National Park
Keweenaw Heritage Center at St. Anne's
The Keweenaw Tourism Council
McLain State Park
Michigan Technological University
Old Victoria
Porcupine Mountains Wilderness State Park
Quincy Mine Hoist Association
Seaman Mineral Museum
South Range Historical Society
Twin Lakes State Park

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